Translational Criminology

SPRING 2013

Promoting knowledge exchange to shape criminal justice research, practice, and policy

Inside this issue:

Photos by Alexis Glenn and Evan Cantwell.

Translational Criminology

SPRING 2013

Promoting knowledge exchange to shape criminal justice research, practice, and policy

GEORGE MASON UNIVERSITY

WHERE INNOVATION IS TRADITION

FROM THE EXECUTIVE DIRECTOR

The Center for Evidence-Based Crime Policy (CEBCP) will celebrate five years of developing cutting-edge research and advancing evidence-based policy this April at our annual symposium. This year's event, sponsored with the Scottish Institute for Policing Research, will mark a banner year for us. Reflecting this important time, the symposium will combine policy-related academic lectures, a congressional briefing, an awards ceremony, an executive session on police innovation, and much more.

We have had an amazingly successful year. We have gained more than $4 million dollars of new grants and have more than $6 million dollars of grants now centered in the CEBCP. But it is not simply a question of dollars, our research portfolio reflects precisely the message our center has tried to convey. We are involved in basic research supporting public policy questions, large-scale evaluations of practices and policies, and major efforts to implement evidence-based policy and evidence translation.

Over the past five years, we have benefited greatly in developing the CEBCP's activities with a large seed money grant from George Mason University for many of our activities, including our yearly symposium, congressional briefings, and *Translational Criminology*. The College of Humanities and Social Sciences and the Provost's Office have agreed to continue supporting part of our unfunded work, but we will need more help from others if we are to continue to advance not only research, but also translation of research into practice. We hope to hear from the CEBCP community about this issue. Please feel free to write us if you have ideas.

This year has also brought about a significant reorganization in the center. I have assumed the title of executive director, and Cynthia Lum will become the director. Cynthia's leadership role in the CEBCP will continue to grow, and this administrative change communicates her key efforts. Charlotte Gill will take on the role of deputy director. She has also continued to take management responsibilities, and we are excited about her new position. Finally, it is important to note that we will be losing one of our most important student researchers at graduation this May: Cody Telep. Cody is a good example of our success not only in producing cutting-edge research about public policy, but also of our ability to mentor a new generation of such researchers. We are proud that Cody has been offered a tenure track position in the Department of Criminology at Arizona State University, one of the premier academic criminology departments in the country. We look forward to working with him throughout his academic career.

Looking to the future, we want to continue to have a broad influence on research and public policy in crime and justice. Our research agenda spans an array of topics such as youth offending, firearms and crime, community partnerships, police crime prevention efforts, technology, public health and crime, immigration, airport security, and the courts. We have expertise in place-based criminology, systematic reviews, quantitative and qualitative evaluation methods, and translational science. I want to acknowledge in introducing this issue of *Translational Criminology* two significant elements in our success: our partnerships with numerous organizations and our support from the CEBCP community of researchers, practitioners, and policy makers.

The many outreach activities the center engages in are successful because so many people support our efforts. Each symposium, congressional briefing, and special lecture requires the time and effort of speakers, presenters, and discussants, as well as students and staff from across Mason's different units to organize events. Our congressional briefings could not be made possible without facilities support from Senator Jim Webb and Representative Jim Moran's offices. Each year, hundreds of people attend our events, bringing with them energy and interest that make them exciting and possible. Features in our magazine, *Translational Criminology*, are written by colleagues and their colleagues who spend time thinking and writing about how research can be better translated into practice across all realms of criminal justice. We are guided by a prestigious advisory board, whose wise counsel has led to many significant improvements in the center. And our longstanding partnerships with such organizations as the Police Foundation, IACP, the Campbell Collaboration, and the Jerry Lee Centers, and such agencies as Fairfax County and the Seattle Police Department all help make everything we do possible.

As we enter the next five years, we seek to carry out research that makes an impact and advances scientific knowledge. This year, the CEBCP received a $3 million five-year grant from the National Institute on Drug Abuse for a prospective longitudinal study of drug and crime hot spots in Baltimore City. This basic research grant will explore the boundaries of what we know about crime and place. Before the new year, the tragic shootings in Newtown, Connecticut, led to a call for the top firearms researchers in the country, including the CEBCP's Christopher Koper, to convene to make policy recommendations to inform through research the national debate on firearms and gun crime. This year also will mark the completion of our study of airport security, one of the first of its kind to look comprehensively at the topic from a social science perspective. Our interest in evaluating the crime prevention impact of police technology represents a relatively new area of study. We are examining the possible impacts and unintended negative consequences of those technologies. We also have begun pursuing research in what police and their partners can do to prevent and reduce juvenile offending. Here we are conducting two large-scale studies in Seattle that focus on juvenile crime hot spots. We continue to develop the Matrix, the Matrix Demonstration Projects, and all the translation tools needed to help agencies institutionalize evidence-based practices.

We hope that you will explore our website at www.cebcp.org to learn more about our active research agenda. We are excited about what we have achieved and look forward to translating our research to policy. For that, we look to all of you for help.

Professor David Weisburd
Executive Director, Center for Evidence-Based Crime Policy

What the CEBCP Does:

RESEARCH
- Studying crime at place
- Juvenile crime hot spots
- Airport security
- Police technology and deployment
- Reentry services
- Systematic reviews
- Evaluation of crime prevention interventions
- Firearms and crime

PARTNERSHIPS
- Municipal and state governments
- Departments of Justice and Homeland Security
- Law enforcement agencies in the United States and abroad
- Researchers from universities around the world
- Community groups and outreach workers
- Criminal justice national associations

TRANSLATION
- Evidence-Based Policing Matrix
- Matrix Demonstration Project
- Seattle Effective Policing Practices website
- License Plate Reader web portal
- Evidence assessments (TSA, FPS, Seattle)
- Systematic reviews

OUTREACH
- Symposia
- Congressional briefings
- Research one-pagers
- *Translational Criminology* magazine
- *Translational Criminology* Springer Briefs
- CEBCP Video Library
- Evidence-Based Policing Hall of Fame
- Distinguished Achievement Award in Evidence-Based Crime Policy
- Advisory boards and consultation
- Crime and Place Working Group

EDUCATION
- Graduate and undergraduate student mentoring
- Student-led research groups and projects
- Professional workshops for justice practitioners, researchers, and policy makers
- Presentations, keynotes, and webinars
- Training and technical assistance

The Center for Evidence-Based Crime Policy and the Scottish Institute for Policing Research present a free event.

The 2013 CEBCP-SIPR Joint Symposium and Congressional Briefing on Evidence-Based Policing

April 8 Symposium at George Mason University's Arlington Campus
Translating Police Research to Practice: Perspectives from Police-Research Partnerships

April 9 Congressional Briefing at the U.S. Capitol, HVC 201
Moving beyond Arrest: Research on Policing and Young People

For more information, visit www.cebcp.org.

GEORGE MASON UNIVERSITY

The Scottish Institute for Policing Research
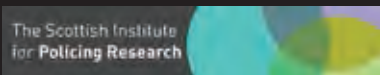
with support from the Bureau of Justice Assistance, George Mason University's College of Humanities and Social Sciences and the Office of University Life, the Scottish Government, and the Police Foundation.

Bridging the Gap between Science and Criminal Justice Policy: The Federal Role

BY LAURIE ROBINSON

Laurie Robinson is the Robinson Professor of Criminology, Law and Society at George Mason University and formerly served as the Assistant Attorney General for the U.S. Department of Justice Office of Justice Programs.

Bridging the gap between science and policy through the translation of research evidence into practice is essential in modern democracies. Science can bring to the table rational thinking, an understanding of effectiveness, and, at its best, objective knowledge to better inform policy.

But results from science can also be equivocal, difficult to understand, and take a long time to generate. Further, criminal justice policy in the United States has often been influenced by forces that can seem more convincing than science or reason—emotions, fears, personal stories, and media and constituent group interests. Think back over the past 25 years, and the image of politicians talking about crime probably evokes visions of Willie Horton, "three strikes and you're out," and the crack versus powder cocaine debate.

The issue of crime is always potentially volatile, and it's probably an understatement to say that science-based, thoughtful approaches have not always carried the day over intuition and anecdote.

Despite a great deal of progress on many fronts, our substantial (and growing) body of research may never find its way into practice or policy. I was struck when the A&E Network started airing a popular reality television show, *Beyond Scared Straight,* in 2011. We've known for years from solid research that the so-called scared straight programs don't work and can even cause harm despite their popular appeal (Petrosino et al., 2003). However, our efforts to convey this research evidence to the show's producer and also in an op-ed for the *Baltimore Sun* (Robinson and Slowikowski, 2011) was ineffective. The A&E series producer continued with the program, stating that he felt in his "gut" that scared straight worked.

At the same time at the federal level, we have seen real progress in bringing more evidence-based approaches to criminal justice policy and practice. In 1967, the Lyndon Johnson Crime Commission issued a landmark report, "The Challenge of Crime in a Free Society," which recognized the importance of a federal leadership role in fostering research on crime. The commission recommended establishing federal offices to fund state and local criminal justice innovation and support the production of criminal justice research and statistics. This led in the late 1960s to the creation of the Law Enforcement Assistance Administration (LEAA), the National

Laurie Robinson

Institute of Justice (NIJ), and the Bureau of Justice Statistics (BJS), all units devoted to the intersection of research and criminal justice policy. Although the LEAA was abolished in the 1970s, the Office of Justice Programs (OJP) soon replaced it. These units not only survived but grew stronger and made many significant contributions to the body of knowledge about crime.

During the Clinton presidency when new programs were being considered, Janet Reno was probably the first Attorney General in history to regularly ask, what does the research tell us? She was instrumental in setting up a Commission on DNA, cochaired by Jeremy Travis, then-director of NIJ, and commissioning through NIJ an early study on wrongful convictions. With the passage of the mammoth Violent Crime Control and Law Enforcement Act of 1994, billions of dollars poured into the Justice Department for new initiatives such as hiring 100,000 community policing officers. While at OJP and with congressional backing, I was able to transfer a percentage of those funds to NIJ to support new research, leading to the greatest spending on criminal justice research in the nation's history, which was significant in contributing to the development of new knowledge about crime and how to deal with it.

One of the most important studies to emerge during this time was *Preventing Crime: What Works, What Doesn't, What's Promising* by Lawrence Sherman and colleagues at the University of Maryland, which made a major splash on Capitol Hill. But this was the era of "three strikes and you're out" legislation, and "science-based approaches" were not yet part of the daily vocabulary in criminal justice circles. But the impact of the Maryland report was that it began to change the conversation. A case in point is the DARE program, a drug abuse education curriculum that at one time was in place in nearly 60 percent of U.S. schools, and the questioning of its impact and effectiveness on drug use by minors because of research highlighted in the Sherman report and elsewhere.

In the Obama administration, criminal justice practitioners appear increasingly receptive to science-based information, probably not surprising at a time of funding cutbacks. In fact, one might argue that we have seen a cultural change among the leadership ranks, especially in law enforcement and corrections. For example, the

International Association of Chiefs of Police, the largest law enforcement membership association in the world, has created an active Research Advisory Council that's quite influential. Leadership has also played an important role on the federal level. Under Attorney General Eric Holder in early 2009, my top priority was to connect science with policy and practice, and, with Holder's strong backing, I took a number of steps to strengthen science and encourage its use, including recruiting top scientists to head NIJ and BJS and appointing an OJP Science Advisory Board. We also began an Evidence Integration Initiative to improve the quantity and quality of evidence that OJP generated through its research functions and integrate it more effectively into program and policy decisions, and, importantly, to improve the translation of evidence into policy and practice.

So despite many challenges, we have also seen progress in achieving more connectivity among research, science, and practice. The federal criminal justice assistance program can be an effective catalyst in driving adoption of evidence-based practices and policies and bridging the research-practice gap. First, the federal government has a continuing crucial leadership role in knowledge development. While we now know a tremendous amount more about crime than we did even two decades ago, the federal government is virtually the only player when it comes to support of science research in the area of crime. Unlike the field of medicine, for example, there are almost no corporate investors (no pharmaceutical companies) funding research on public safety, and few private foundations support this work. During my tenure at OJP, one of my primary goals was to stabilize funding for the science agencies, NIJ and BJS. The passage of the Justice Department's Fiscal Year 2012 Appropriations Act, in which I convinced Congress to create a 2 percent set-aside for research across the entire OJP budget, was an unusual victory in light of the current highly partisan political climate, but it gives a sense of the possibilities for building support for science on both sides of the aisle.

A second critical area where the federal government needs to play a role is in diffusion of knowledge. Here I applaud the Center for Evidence-Based Crime Policy for its leadership and activities to advance this goal. Whether on policy or practice, the hard work is in the details. For example, in the law enforcement field, while many police leaders already embrace science-based approaches, this is less true for the rank and file. Thus, at the local level, diffusion of knowledge involves incorporating and institutionalizing the use of research into the daily activities and habits of officers (see examples in Lum et al., 2012). At the federal level, how can we facilitate the dissemination of research findings to busy practitioners and policy makers, who don't have the time—or interest—to read journal articles or attend American Society of Criminology meetings?

In 2011, after hearing repeatedly from frontline personnel that there was a tremendous need for information about research knowledge, the Attorney General and I launched CrimeSolutions. gov, a what-works clearinghouse that provides easy access to distilled research findings by topic for mayors, police chiefs, Capitol Hill staff,

line prosecutors, county officials, and the like. CrimeSolutions.gov now includes more than 200 criminal and juvenile justice programs, each rated as "effective," "promising," or "no effects" by a team of outside academics (including Mason faculty). It is still a work-in-progress, with new programs continually being added, but there have been thousands of unique visits in the time since its launch, and it is, I think, an important step in connecting practitioners to research.

A third role the federal government can play is in the area of technical assistance (TA). TA is a crucial "change agent lever" that helps bring evidence-based programs and practices to states and localities. In the scheme of federal funding, TA is a modest investment. But from my observation over many decades, helping practitioners do their jobs better is the ultimate way the federal government can assist in conveying evidence-based practices. TA is crucial if we hope to transform how business is actually done in the criminal and juvenile justice systems. Whether it is training on programs similar to Hawaii's Opportunity Probation with Enforcement (HOPE), the National Forum on Youth Violence Prevention, CeaseFire, Project Safe Neighborhoods, or hot spots policing, TA is the main way by which complex and evidence-based programs become practice. And, with the focus on TA (particularly with shrinking federal dollars), we also must ask whether we have done enough to evaluate its use and effectiveness.

ABOVE: Laurie Robinson with Mike Brown, director, Office of Impaired Driving and Occupant Protection National Highway Traffic Safety Administration, and PHD student at Mason

RIGHT: Professor Robinson with President Obama

Innovations in Prosecution and Research: Intelligence-Driven Prosecution

BY DAVID O'KEEFE

David O'Keefe *is chief of the Crime Strategies Unit for the Manhattan District Attorney's Office.*

For many years, police departments have been evaluated based in major part on whether reported crime rises or falls in their jurisdictions. While prosecutors are an integral part of the criminal justice system, the significance of their actions in partnering with the police and supporting the goal of long-term crime reduction is not well understood and rarely studied. To begin with, there is not necessarily broad agreement that prosecutors have, or should attempt to have, a major role in affecting crime trends beyond the traditional function of responding to the cases brought to them through arrests by police officers.

The role of a prosecutor clearly differs significantly from that of the police. As the U.S. Supreme Court has written, a prosecutor

> is the representative not of an ordinary party to a controversy, but of a sovereignty whose obligation to govern impartially is as compelling as its obligation to govern at all; and whose interest, therefore, in a criminal prosecution is not that it shall win a case, but that justice shall be done.[1]

Pursuant to their special ethical and legal obligations, prosecutors make numerous decisions in their daily work that might impact crime in their jurisdictions. Their decisions on what charges to bring, whether to offer a plea deal, what sentence to recommend, or the requirement to dismiss constitutionally infirm cases all could impact crime and recidivism in the long and short term. How can prosecutors, consistent with their obligations and using research and analytic knowledge, contribute proactively and in important ways to long-term crime reduction?

After taking office in January 2010, Manhattan district attorney (DA), Cyrus R. Vance Jr. implemented an intelligence-driven prosecution model for the office. Prior to the adoption of this model, the office—as with many other prosecutor offices—had focused mainly on the nature of individual crimes being prosecuted to determine their appropriate case disposition. Assistant district attorneys (ADAs) relied on information from the case itself and did

David O'Keefe

not regularly have access to information about the broader context of the crime (e.g., crime trends in the community) to make charging and disposition decisions that were responsive to community concerns about crime. Further, ADAs often did not know whether a defendant who on paper had a minor or even no criminal history was actually a significant driver of crime and therefore might warrant a substantial incarceratory disposition or someone for whom diversion from the criminal justice system might be a safe and appropriate outcome.

While various intelligence-driven prosecution models have been adopted by prosecutors throughout the country, Vance's model is distinctive for its focus on analysis and the use of technology to manage information about a broad spectrum of crime. To further his vision of an intelligence-driven prosecution model, Vance created the Crime Strategies Unit (CSU). The unit, unique to prosecution offices around the country, comprises five senior prosecutors who are tasked with understanding criminal activity throughout Manhattan and helping to develop and implement intelligence-driven prosecution strategies that address persistent crime issues and target priority offenders for aggressive prosecution.

To develop effective crime-reduction strategies, thereby better aligning ourselves with evidence-based approaches (Sherman, 1998), we needed a thorough understanding of the nature of the criminal activity affecting our communities, from violent crimes to quality-of-life issues, and information identifying those individuals who were driving that activity. Much of that knowledge came from the New York City Police Department (NYPD) and from expertise developed by the CSU prosecutors. To create a structure for CSU that would maximize information sharing and analysis, we began by analyzing the distribution of total reported major-crime data[2] across Manhattan's precincts for the previous four years. Based on the crime rates and crime types within police precincts, and taking into account community demographics and the existing NYPD precinct

---

1 *Berger vs. United States,* 295 U.S. 78, 88, 55 S.Ct. 629 (1935).

2 The crime categories analyzed were the FBI's Index Crimes, reported annually by the NYPD to the FBI: Murder, Rape, Robbery, Felony Assault, Burglary, Grand Larceny, and Grand Larceny Auto.

Unit Chief David O'Keefe with members of the Crime Strategies Unit, Manhattan District Attorney's Office

boundaries and command structures, we carved Manhattan into five separate geographic areas, each of which was assigned one prosecutor who would serve as the point of contact and expert within the office for issues originating in that area.

This approach is innovative for a number of reasons. First, in an environment in which dispositions traditionally were based mainly on type of crime with minimal reference to the impact of crime or the criminal on communities, this approach incorporates the reality that crime occurs in context and can concentrate in specific places (Weisburd, Groff, and Yang, 2012). In turn, by understanding crime in context, a more effective strategy of community crime prevention can be achieved. Assigning prosecutors to specific areas based on crime analysis also promotes strong working partnerships between the CSU prosecutors and the NYPD commanders in these areas. For the police department, there now is one senior ADA who is familiar with the crime issues on the ground and assists the police in communicating the significance of key investigations and arrests to the office. We in turn are able to reach the highest levels of the police department to request assistance with our prosecutions and access information that helps us to focus prosecution resources where they most effectively will reduce crime. As research has found, police-prosecutor relationships can have a positive impact on crime prevention (Abrahamse et al., 1991; Braga, 2008; Bynum and Verano, 2003).

While working with the NYPD to further our understanding of the criminal activity in our neighborhoods and identify the individuals most closely associated with that activity, we discovered that a fair number of those targets already were being prosecuted by our office. We simply had not known their broader impact on crime in these communities because our prosecution decisions were based largely on the nature of the criminal charge itself without consistent regard to the nature of the defendant's current criminality.

This information-driven approach had a further impact on changing the prosecutorial culture and approach of our office. For example, it quickly became clear that gathering information about criminal activity and even identifying those who disproportionately

were responsible for crime was of limited use unless we were alerted when a priority target was arrested and were prepared to respond accordingly. One advantage that offenders have, especially in a large metropolis, is the anonymity of offending that comes from lack of coordination between key enforcement mechanisms (such as the police and prosecution). To address this issue, the CSU created a sophisticated arrest alert system based on fingerprint matches that notifies ADAs of the arrest anywhere in New York City of a defendant identified as priority target.

This system ensures that charging decisions, bail applications, and sentencing recommendations more accurately reflect each defendant's particularized impact on criminal activity in our communities. The system also improves information sharing among multiple law enforcement agencies across jurisdictions. For instance, e-mail alerts notify us of arrests in Manhattan of Bronx-based gang members. The resulting sharing of information between the DA's offices themselves and with the police precincts leads to more effective prosecution of these cases and improved safety for the residents of both counties.

Ultimately, information disseminated through the arrest alert system helps to differentiate among those for whom incarceration is an imperative from a community-safety standpoint and those defendants for whom diversion and alternatives to incarceration are appropriate and will not negatively impact overall community safety.

In addition to improved information sharing with the NYPD, the CSU makes more effective use of the vast amounts of information gleaned from the thousands of cases prosecuted each year in our office. Previously, the information acquired as we investigated and prosecuted street crime cases was not centrally organized, let alone analyzed. Instead of information being left on thousands of legal pads in the offices of hundreds of ADAs, CSU gathers, organizes, and analyzes this intelligence. For example, this information is geocoded and mapped and put into timelines in an effort to uncover potential geographic and social links. This can help connect seemingly unrelated cases and identify activity, especially gang-related violence, which the office can address through proactive investigations and prosecutions.

Changing the Culture of Uncommitted Patrol Time: A Work in Progress

BY JAMES DERMODY

James Dermody is a captain with the Seattle Police Department. He commands the West Precinct, which includes the city's downtown.

One longstanding characteristic of traditional 911-response patrol work is uncommitted time—the period during which an officer is neither responding to calls nor conducting related investigative work. Uncommitted time has been found in one high-crime city to be as high as 50 percent of an officer's shift (Famega, 2009). How officers use this time varies widely—both between officers and within agencies—from engaging in random or directed preventive patrol, community policing, and problem solving, to simply waiting for the next call. But as Lum (2012) has emphasized, this time is the "gold" of policing. Patrol officers typically have a large amount of unsupervised discretion, and how they exercise it can improve crime prevention and ultimately reduce calls for service and victimization in the first place.

As a patrol commander in Seattle, I do not believe that officers are "slave[s] to 911" (Kessler, 1993, p. 488). There is sufficient capacity within patrol to harness uncommitted time to strategically focus on concentrations of high crime and disorder. The challenge, of course, is in changing how officers traditionally patrol. How can patrol officers and their supervisors best tap into this "gold" on a consistent basis? What can they do to integrate evidence-based, proactive work at high-crime locations that have been stubbornly resistant to traditional deployment? Finally, what crime analytic, performance measurement, and management strategies can police agencies use to facilitate these fundamental changes to traditional patrol culture?

Such changes do not occur overnight. The Seattle Police Department (SPD) has been experimenting with these questions over the past five years and continues to work toward shifting its patrol strategy to a more proactive, evidence-based approach. In 2008, SPD developed a new deployment model called the Neighborhood Policing Plan, which was intended to reduce response time and more important, increase strategic proactive patrol during uncommitted time. The crux of this plan was a staffing formula that ensured an average seven-minute (or less) response time to priority one emergency calls, 30 percent "uncommitted" time capacity, and a minimum of 10 units free at all times citywide.

Our mayor and city council used this formula to approve a budget that added approximately 105 new officers over five years to achieve those metrics.[1] Prior to 2008, our agency—as did many agencies around the country— assumed that supervisors were deploying their officers to locations where they were most needed during their free time. We also assumed these supervisors were equipped with the right knowledge, skills, and data to identify high crime and disorder locations and knew what tactics to deploy there. In fact, there was no consistent approach to using uncommitted time. The Neighborhood Policing Plan reflected the first step toward a different patrol approach. But how does an agency as large as SPD institutionalize these changes?

James Dermody

Jumpstarting Cultural Change by Targeting Problem Areas

In 2009, I was promoted to the rank of captain and given command of our East Precinct, which includes the four-square-mile Central District. Historically the home of Seattle's African American population, the Central District between the late 19th century through the 1970s is described by Taylor (1994, pp. 5-6) as being "defined by denial and exclusion." Much has changed since the 1970s. In 1992, the area was recognized as one of the country's first Department of Justice Weed and Seed sites and continued in the program until it graduated in 2007. During this time, many strong police-community relationships were developed that continue to this day.

Although Part I crimes in the East Precinct had been dropping consistently since 2003, in 2008 to 2009, a portion of the Central District continued to suffer from gang activity and street drug sales. Residents were fearful. In early 2008, the homicide of a local restaurant owner by a known gang member drug dealer occurred at 23rd Avenue and East Union Street, an intersection with a long history of gangs, drug sales, and violent crime. My predecessor began working with community members and government organizations to develop what became our city's first Drug Market Initiative, focused partially on this portion of the Central District.[2] While the initiative was deemed successful, 23rd and Union saw an uptick in drug sales activity soon after.

---

1 See seattle.gov/police/programs/NPP.htm.
2 See seattletimes.com/html/localnews/2009619108_webdrugdealers07m.html.

Sensing that this period could be a positive tipping point, we initiated Operations Safe Union and Safer Union in early 2010 as a two-step approach to help the community take back the intersection for good. Safe Union was a 90-day buy-and-slide operation that developed multiple drug sales cases on 17 defendants, one of whom was charged federally. Safer Union was our four-month overt follow-up period, which included uniformed presence 16 hours per day, seven days per week. We worked directly with the community to help them hold the ground and make the intersection a destination rather than just a crossroads.[3] The end result was a substantial and sustained 70 percent decrease in crime at the intersection and surrounding blocks.[4]

Early and strong wins such as this one are key to convincing both officers and commanders that proactive approaches using data, place-based interventions, better use of uncommitted time, and community partnerships can work. We began to move to other locations in the precinct where sustained crime rates suggested resistance to traditional proactive work.

At the same time, developing interactions and partnerships with George Mason University and others brought external research to SPD. I received an early draft of the outcomes of the 2011 Sacramento Police pilot study testing the Koper Curve deployment principle (Telep et al., in press). Koper (1995, and now also at George Mason University) suggested that officers did not have to stay at hot spots for long periods to have deterrent effects. Indeed, spending just 12 to 15 minutes in a hot spot maximized the deterrent effect once they left. Also tested on the British Transit system (Ariel and Sherman, 2012), this principle was straightforward and easy to digest, and provided a practical framework for supervisors to schedule officers' time at predetermined hot spots for short spurts between calls for service. Instead of just driving through hot spots on the way to the next call, officers could get out of their cars, walk a beat, and interact with community members. Moreover, outcomes could be measured quickly, and we began seeing reductions in UCR Part I and II calls at those locations. Business owners and their employees appreciated officers stopping by and checking on them.

Captain James Dermody (right) with Mayor Michael McGinn (left) and Lieutenant Deanna Nollette

Last May, I was transferred to our downtown precinct to help spearhead SPD's role in our mayor's Center City Initiative.[5] Again, we focused on using data-driven, evidence-based approaches to address the highest concentrations of crime and disorder in four key downtown neighborhoods, including the central business district, the region's economic engine. We identified the block face with the most crime and disorder in each neighborhood and directed our supervisors to follow the Koper Curve Principle. After three weeks, we found consistent reductions in 911 calls at our peak times (11 a.m. to 8 p.m.).[6] Those successes have been sustained to this day. Moreover, after internal messaging and positive community feedback, Police Chief John Diaz directed *all* precincts to engage in this directed patrol strategy, which was publicly announced by the mayor this past September.[7] Beginning in the first quarter of 2013, two of our five precincts will pilot additional data-driven efforts supported by PredPol, a patent-pending predictive policing tool that applies advanced mathematics to crime data to make weekly predictions in small geographic areas.[8] We believe these expanded efforts to extract

3 See seattletimes.nwsource.com/html/localnews/2013775330_thecorner27m.html.
4 See http://seattletimes.com/html/localnews/2020384254_uniontwentythirdxml.html.
5 See www.seattle.gov/mayor/centercity.
6 See video.seattletimes.com/1729150260001/west-precinct-captain-jim-dermody-discusses-changes-in-police-patrols.
7 See seattletimes.com/html/editorials/2018683647_edit14crimehotspots.html.
8 See www.predpol.com.

Seattle at night

more value from the golden uncommitted time during patrol will allow us to emphasize even more a place-based approach to fighting crime and fear.

Changing Deployment Approaches Incrementally and Strategically

Our approach to changing the use of uncommitted patrol time began with early place-based directed actions by our officers, small wins, positive feedback loops, and dissemination of outcomes and efforts. We followed these early efforts with consistent refinement, reinforcement, and increased implementation of successful tactics. In total, this approach helped begin to institutionalize change in our patrol division's use of uncommitted time toward deployments that better reflected both data and policing research. A number of positive externalities—forces outside the police agency—substantially helped this process, most notably the city government's effort to support and understand the role of evidence-based policing in Seattle. City council members became interested in data-driven approaches, key personnel in the Office of the City Auditor engaged with our efforts, and Mayor McGinn and Chief Diaz helped engage and coordinate other city departments in crime prevention roles. These commitments by multiple people, units, and Seattle's community have all helped to generate a culture shift in patrol.

But the greatest satisfaction I feel, as both a lifelong resident and commander in Seattle, is reading messages such as the one that came across my mobile terminal while on night duty. A veteran officer sent a message to his squad reading (and I paraphrase), "Hey, this directed patrol stuff really works. I was out on foot (in Chinatown) when [a citizen] came up to me and pointed out a guy selling dope on the next block. He was right!"

References

Ariel, B., and L. Sherman. (2012). "Operation 'BECK': Results from the First Randomized Controlled Trial on Hotspot Policing in England and Wales." Presented July 10 at the fifth International Conference on Evidence-Based Policing, Cambridge, U.K.

Famega, C. N. (2009). "Proactive Policing by Post and Community Officers. *Crime & Delinquency 55,* 78–104.

Kessler, D. A. (1993). "Integrating Calls for Service with Community- and Problem-Oriented Policing: A Case Study. *Crime & Delinquency* 39, 485–508.

Koper, C. S. (1995). "Just Enough Police Presence: Reducing Crime and Disorderly Behavior by Optimizing Patrol Time in Crime Hot Spots. *Justice Quarterly* 12, 649–672.

Lum, C. (2012). *The Matrix Demonstration Project.* Center for Evidence-Based Crime Policy annual Symposium and Policing Workshop. Fairfax, VA: George Mason University.

Taylor, Q. (1994). *The Forging of a Black Community: Seattle's Central District from 1870 through the Civil Rights Era.* Seattle: University of Washington Press.

Telep, C. W., R. J. Mitchell, and D. Weisburd. In press. "How Much Time Should the Police Spend at Crime Hot Spots? Answers from a Police Agency Directed Randomized Field Trial in Sacramento, California. *Justice Quarterly.*

Translating Research into Practice: Oak Park, Illinois, and the National Police Research Platform

BY DENNIS ROSENBAUM, RICK TANKSLEY, AND GARY CORDNER

Dennis Rosenbaum is a professor of criminology, law, and justice at the University of Illinois at Chicago and principal investigator for the National Police Research Platform.

Rick Tanksley is chief of police in Oak Park, Illinois, and a 2012 inductee into the Evidence-Based Policing Hall of Fame.

Gary Cordner is a professor of criminal justice at Kutztown University and a commissioner on the Commission on Accreditation for Law Enforcement Agencies.

Dennis Rosenbaum   Rick Tanksley   Gary Cordner

There has been considerable discussion about a disconnect between police research and police practice (e.g., Bradley and Nixon, 2009; Cordner and White, 2010; Rosenbaum, 2010; Stephens, 2010). The research program described herein was designed, in part, to build a stronger translational bridge between these two worlds by measuring issues of relevance and providing translational tools. In this article, we provide a brief case study of how one agency—the Oak Park (Illinois) Police Department—was able to translate and use the findings from the National Police Research Platform.

The National Police Research Platform

The National Police Research Platform is an evolving system for measuring the performance of law enforcement agencies in new ways and providing feedback to participating agencies and eventually the rest of the nation.[1] The platform, funded by the National Institute of Justice, was designed from the start to accomplish two intertwined and equally important objectives: good science, to develop more valid knowledge about policing in America, and good translation, to develop knowledge that can be used by police practitioners and policy makers to improve the quality of police service that law enforcement agencies deliver.

The platform is unique in that it focuses on the health and wellbeing of law enforcement organizations, i.e., how well they are functioning internally and externally. Currently, this approach entails two primary methods of assessment—internal surveys of employees and external surveys of community members who have had a recent encounter with the police.[2] Arguably, the platform represents a new form of "translational police science" (Weisburd and Neyroud, 2011; Sparrow, 2011). We theorize that management processes can be linked to organizational outcomes, such that well-managed agencies, where leaders have the support and trust of their employees, are in a better position to provide high-quality public service, which in turn, should improve public trust, cooperation, and law-abiding behavior.

Employee Surveys Used to Monitor Organizational Health

The platform administered several rounds of employee surveys to sworn and civilian personnel within the participating agencies. The

---

1 See Rosenbaum, Dennis P., et al. (2012). *National Police Research Platform: Phase I Summary Report.* The 30 participating agencies and advisors to which the platform is indebted are listed in this report. The research reported here was conducted with the support of Grant Number 2008-DN-BX-0005, National Institute of Justice, Office of Justice Programs. Findings and conclusions of the research reported here are those of the authors and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

2 These methods are supplemented by a host of other databases from Uniform Crime Report and Census data to police records. Altogether, 30 agencies participated in Phase 1.

surveys' purpose was to measure organizational conditions that are not routinely captured through Law Enforcement Management and Administrative Statistics, the Uniform Crime Report, or other data systems, and can serve as indicators of organizational health or wellbeing. A variety of conditions were measured, such as job satisfaction, stress, procedural fairness, disposition toward the community, organizational culture, and management styles.

After each survey, a brief summary of the results was provided to the agency head, comparing those results to those of all participating agencies and agencies of similar size. In general, the participating police executives found employee responses to some questions to be as expected, but in nearly all cases there were issues and difficulties identified that could be addressed. The ability to compare with other agencies was important and provided a context for the information. The research team provided technical assistance as needed with translation.

Figure 1: Responses to the following question about stress: "Think about your experiences on the job. How often do you feel the following?"

n = 99; Desirable responses would be high bars on the right side of each set of bars.

Figure 2: Responses to the following question about coping with stress: "Over the past month, how often have you…?"

n = 100; Desirable responses would be high bars on the left side of each set of bars.

The ways that the CEOs used the information from the organizational surveys varied widely. In some cases, problems or weaknesses were identified. In other cases, discovering better results than expected or better results than found in other agencies was often a source of satisfaction but not always complete satisfaction. In one agency, for example, the chief had been working on community involvement and respect as themes for so long that when "only" 70 percent of the officers responded that it was a major focus for the agency, it caused the chief to revitalize efforts to communicate this priority even more than he had before.

The expectation was that the snapshot summary and the comparison with other agencies would be valuable information for a law enforcement CEO. Feedback from CEOs indicates that this expectation was realized. Here is the case study of Oak Park as described by Chief Rick Tanksley:

> I believed in the importance of the project and tried to communicate that to my employees. Even though the surveys were voluntary, we achieved a very good response rate—40 percent after 4 days, 70 percent after 8 days, and 93 percent after 15 days on the first one.
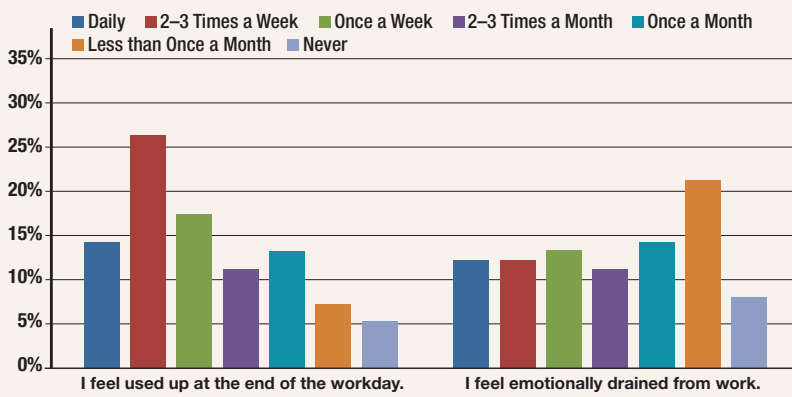>
> Although we participated in several surveys, we decided to focus on employee health and wellbeing. Two questions asked officers how often they feel "used up" or "emotionally drained" at work. Our results indicated that more than 50 percent felt used up at least once a week. In addition, it was obvious that many felt emotionally drained daily, weekly, or monthly (See Figure 1.).
>
> We also asked our employees about their health and leisure activities because these are ways that officers and civilians can cope with stress on the job—by exercising, spending quality time with family and friends, and so on. The survey revealed that employees were not coping as well as we would like. For example, "sometimes" was the most common response to questions about whether they exercised or spent leisure time with friends or family in the past month (See Figure 2.).
>
> I shared the results of the survey with the organization and for seven weeks held meetings discussing the survey results, and what we, as an organization, could do about improving how we cope with stress and health. One of the suggestions that arose from these discussions—one over which I had a large degree of control—was our work schedule. Overwhelmingly, officers and supervisors wanted to abandon the 28-day, three-shift rotation and adopt an alternative work schedule: preferably a 12-hour schedule.
>
> I met with the leadership for the patrol officers and supervisors and put them to work researching the 12-hour shift and how it could be implemented. To make a long story short, after months of research and discussions with staff and the Village Board, the department went to a 12-hour shift as a pilot project. I saw an immediate rise in morale. I doubt very seriously that we would have made such a significant change if not for the survey results that started the discussion.
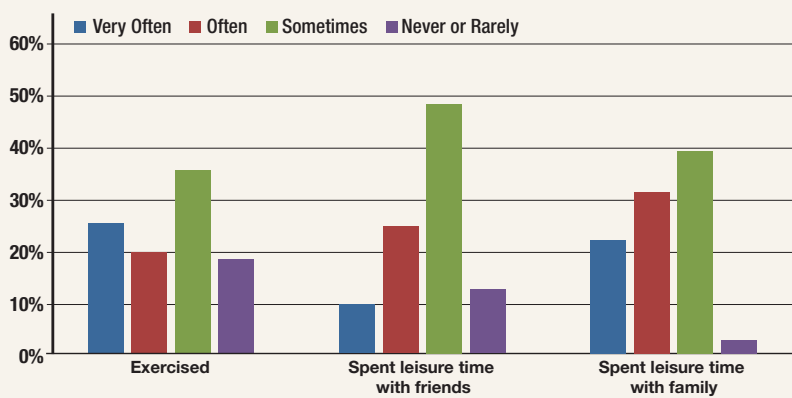
The National Police Research Platform endeavors to conduct solid research that can be translated into useful and digestible information for decision makers in the police departments under study, as well as other decision makers and policy makers around the country.

In Oak Park, the surveys and the resulting change in schedules were not the end of the story. The chief is familiar with research showing that fatigue and alertness may be issues when sleep is restricted, although officer performance was not adversely affected in a recent randomized trial that looked at the 12-hour shift (Amendola et al., 2012). The department has committed to a three-year pilot test of the new schedule. In the meantime, additional surveys have indicated that Oak Park officers are pleased with the schedule, but opinions are mixed about how often personnel should rotate. Also, a training program has been implemented that focuses on diet and nutrition, smoking and chewing tobacco cessation, and sleep habits. It is important to note that in Oak Park the change in schedules was made in response to input from employees. Other studies have found employee resistance when schedule changes are imposed by management (Duxbury and Haines, 1991).

Evidence-based Management

These examples illustrate that the platform's employee surveys can produce reliable information that an agency can use to identify conditions that deserve closer attention and affect the overall health of the agency. Of course, once an agency takes action to address a problematic condition, follow-up surveys and other research will also help to determine whether the conditions have improved and whether there have been any unintended consequences. This approach might be thought of as "evidence-based management." An important point is that most police organizations do not currently have this kind of reliable information, especially with benchmarks from other law enforcement agencies to help assess which conditions are unusual and which are common.

The National Police Research Platform endeavors to conduct solid research that can be translated into useful and digestible information for decision makers in the police departments under study, as well as other decision makers and policy makers around the country. Phase 2 of the platform will expand to a national sample of law enforcement

agencies, both local police and sheriffs. We envision a long-term partnership between these agencies and the platform team that will advance the science and practice of police management.

References

Amendola, Karen L., David Weisburd, Edwin E. Hamilton, Greg Jones, and Meghan Slipka. (2012). "The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Extra-Duty Employment," National Criminal Justice Reference Service. Online at www.ncjrs.gov/pdffiles1/nij/grants/237330.pdf.

Bradley, David, and Christine Nixon. (2009). "Ending the 'Dialogue of the Deaf': Evidence and Policing Policies and Practices, an Australian Case Study," *Police Practice & Research: An International Journal* 10(5-6), 423-435.

Cordner, Gary, and Stephen White. (2010). "The Evolving Relationship between Police Research and Police Practice," *Police Practice & Research: An International Journal* 11(2), 90-94.

Duxbury, Linda, and George Haines Jr. (1991). "Predicting Alternative Work Arrangements from Salient Attitudes: A Study of Decision Makers in the Public Sector," *Journal of Business Research* 23(1), 83-97.

Rosenbaum, Dennis P. (2010). "Police Research: Merging the Policy and Action Research Traditions," *Police Practice & Research: An International Journal* 11(2), 144-149.

Sparrow, Malcolm K. (2011). "Governing Science," *New Perspectives in Policing*. Washington, DC: National Institute of Justice.

Stephens, Darrel W. (2010). "Enhancing the Impact of Research on Police Practice," *Police Practice & Research: An International Journal* 11(2), 150-154.

Weisburd, David, and Peter Neyroud. (2011). "Police Science: Toward a New Paradigm," *New Perspectives in Policing*. Washington, DC: National Institute of Justice.

The Role of Research in Controversial Topics: Gun Policy Reform

BY KATHERINE A. VITTES, DANIEL W. WEBSTER, JON S. VERNICK, AND ALICIA SAMUELS

Katherine A. Vittes is a research associate with the Center for Gun Policy and Research at the Johns Hopkins Bloomberg School of Public Health in the Department of Health Policy and Management.

Daniel W. Webster is a professor in health policy and management at the Johns Hopkins Bloomberg School of Public Health. He serves as director of the Johns Hopkins Center for Gun Policy and Research, as well as deputy director of research for the Center for the Prevention of Youth Violence. He is also affiliated with the Johns Hopkins Center for Injury Research and Policy.

Jon S. Vernick is an associate professor and associate chair in health policy and management at the Johns Hopkins Bloomberg School of Public Health. He is codirector of the Johns Hopkins Center for Gun Policy and Research. In addition, Vernick is codirector of the Johns Hopkins Center for Law and the Public's Health and deputy director of the Center for Injury Research and Policy.

Alicia Samuels is director of communications for the Johns Hopkins Center for Gun Policy and Research.

Gun violence is a significant public health issue in the United States. More than 31,000 people died from gunshot injuries in the nation in 2010 (Centers for Disease Control and Prevention, 2010). That same year, an additional 337,960 nonfatal violent crimes were committed with guns (Truman, 2011). The economic and social cost of gun violence in the United States are massive—presumed to be as much as $100 billion annually (Cook and Ludwig, 2000). Despite these facts, the majority of policies enacted at the state and federal levels in recent years have loosened restrictions and penalties associated with guns. And debate over what can be done to prevent gun violence was largely episodic and ineffective, pitting one side against the other, without acknowledgment of the policies on which many Americans agree.

However, the nature of this debate may have shifted. On December 14, 2012, a gunman opened fire with a Bushmaster .223 assault-style rifle killing 20 children and six adults at Sandy Hook Elementary School in Newtown, Connecticut. It appears that this massacre has changed the discourse on gun policy in the United States. In its wake, there has been a newfound willingness on the part of policy makers and the public to consider policy approaches to reduce gun violence.

Empirical research can play a critical role in facilitating debate and improving our understanding about firearms and gun violence in this crucial time. Immediately after the shooting, Johns Hopkins University under the leadership of its president Ronald J. Daniels and dean of the School of Public Health Michael Klag convened a two-day summit of more than 20 leading experts in gun violence prevention. Organized by Daniel Webster and Jon Vernick of the Johns Hopkins Center for Gun Policy and Research, the summit took place exactly one month to the day of the tragic shooting in Connecticut and drew more than 450 participants. The purpose was to distill the best research and data on gun violence and policy into a set of clear policy recommendations to prevent gun violence. Recognizing the urgency of infusing research knowledge into this highly contentious debate, the scholars were also asked to produce a book based on their summit presentations, so that information could be disseminated immediately after the summit (see Webster and Vernick, 2013).

The summit commenced on January 14, 2013, with opening remarks by Daniels, Maryland governor Martin J. O'Malley, and New York mayor Michael R. Bloomberg. O'Malley discussed his efforts to strengthen gun laws in his state and took the opportunity to announce a new package of legislation aimed at reducing gun violence in Maryland. Mayor Bloomberg urged President Obama to consider a number of policy options that don't require congressional

From left to right: Organizers Jon Vernick, Stephen Teret, and Daniel Webster of Johns Hopkins University.

Photo: Will Kirk

Researchers at Johns Hopkins Gun Policy Summit spoke to a packed audience in January.

CEBCP's Professor Christopher Koper presenting his research on the Federal Assault Weapons Ban of 1994.

approval and talked about the role of Congress in hampering scientific research on gun violence prevention by limiting access to important data and necessary funding for research.[1] All agreed that in a time of controversy and contentious debate, more scientific knowledge is needed.

The scientific proceedings then began with a presentation by Harvard researcher Matthew Miller on the positive association between firearm availability and firearm injuries and fatalities. A series of presentations on the need and efficacy of keeping guns away from high-risk individuals followed. Federal law and the laws of some states ban certain categories of individuals from purchasing and possessing firearms. Jeffrey Swanson (Duke University), April Zeoli (Michigan State University), Garen Wintemute (University of California, Davis), and Webster presented research evidence suggesting the benefits of prohibiting firearm purchase and possession by persons with serious mental illness, individuals convicted of violent misdemeanors, persons under 21 years of age, adults who have been convicted of serious crimes as juveniles, and alcohol abusers. Wintemute, Webster, and Vernick also discussed their research on the importance of a universal background check system, a major consideration of congressional discussions on firearms violence prevention.

The research discussions also included presentations on federal laws and enforceability. Phil Cook (Duke University) and Jens Ludwig (University of Chicago) presented findings from their evaluation of the Brady Law, which revealed that the law failed to measurably reduce homicides and most suicides. Their findings were not surprising given that the Brady Law does not mandate background checks for firearm transfers by nonlicensed firearm sellers. Wintemute also presented compelling observational data from gun

shows indicating that high-risk gun sales were far less common at gun shows in California, which requires background checks for private gun sales, than in several other states that do not regulate private gun sales.

Webster then explained how data showing that regulation of private sales of handguns, permit-to-purchase licensing systems, increased regulation and oversight of gun dealers, and mandatory reporting of stolen or lost firearms were associated with lower levels of the firearms diverted to criminals. Presentations by Vernick and Anthony Braga (Rutgers University), and retired ATF agent Pete Gagliardi called attention to federal laws that are designed to protect gun owners from being held accountable for practices that facilitate gun trafficking. Federal laws, such as the 1986 Firearm Owners Protection Act and the 2005 Protection of Lawful Commerce in Arms Act, shield gun manufacturers, distributors, and dealers from lawsuits or license revocation. From a technology perspective, Stephen Teret (Johns Hopkins University) also discussed how guns with built-in technology that disable the weapon if it is not in the hands of an authorized user could potentially have life-saving benefits.

Christopher Koper of the Center for Evidence-Based Crime Policy at George Mason University presented findings from an evaluation of the 1994 federal ban on assault weapons, a topic that has generated much interest following the Newtown tragedy. As Koper described, the way in which the law was written made it easy for manufacturers to sell weapons similar to those that had been banned. The grandfathering of pre-ban assault weapons and large-capacity ammunition feeding devices also likely limited the law's effect. The ban's effect in reducing crimes was mixed, according to Koper. While the ban did not appear to affect gun crime during the

---

1 As Bloomberg noted, only $100,000 of the Centers for Disease Control and Prevention's annual budget of nearly $6 billion goes to research on firearms injury prevention. Likewise, the National Institutes of Health is estimated to spend less than $1 million out of $31 billion on firearms injury prevention research.

time it was in effect, some evidence suggests it could have modestly reduced gunshot victimizations had it remained in place for a longer period.

Legal and public opinion experts were also on hand to ensure that multiple aspects of the issue were presented and that myths were met with better information. For example, one of the most common assertions of some gun control opponents is that the Second Amendment to the U.S. Constitution makes stricter gun laws, other than handgun bans, unconstitutional. UCLA law professor Adam Winkler debunked this myth, using Supreme Court and lower court opinions as examples. Colleen Barry (Johns Hopkins University) and Beth McGinty (Johns Hopkins University) showed the results of a national survey on public opinions about 33 gun policies in the weeks following the Newtown shooting. The authors found that a majority of the public, including a majority of gun owners, supported most gun policies.

To further add to the diversity of the research presented, international gun policy experts discussed the important lessons that can be gleaned from the experiences of Scotland, Australia, and Brazil, especially when researchers, policy makers, and the public work together to find common solutions. Following mass shootings in Port Arthur, Tasmania, and Dunblane, Scotland, substantial new laws were enacted in Australia and the United Kingdom. Rebecca Peters (former executive director of the International Action Network on Small Arms), and Philip Alpers (University of Sydney) described the process of enacting these laws and their effectiveness in reducing firearm death rates. Antonio Bandeira of Viva Rio in Brazil described how his country responded to endemic gun violence with new legislation that has reduced the gun homicide rate by 70 percent in São Paulo and 30 percent in Rio de Janeiro. And Michael North, the father of a child killed in the Dunblane shooting, explained how activists, politicians, researchers, and other stakeholders worked together to change laws in Britain.

The Gun Policy Summit at Johns Hopkins reflects how universities can play an important and innovative role in bringing together researchers and community members for more informed policy development. The summit concluded with a closed session of the contributors to identify a set of policy recommendations based on the evidence presented during the event to reduce gun violence in the United States. These 31 recommendations were grouped in the following categories:

- Background checks
- Prohibition of high-risk individuals from purchasing guns
- Mental health
- Trafficking and dealer licensing
- Personalized guns
- Assault weapons
- High-capacity magazines
- Research funding

These recommendations and articles by each of the contributors elaborating on the research they presented were compiled into a book, *Reducing Gun Violence in America: Informing Policy with Evidence and Analysis,* published by the Johns Hopkins University Press just two weeks following the close of the summit (Webster and Vernick, 2013). The reason for producing the book so quickly was to provide policy makers, advocates, the press, and the public with a go-to manual for the most relevant policy research addressing gun violence in the United States. An extensive outreach effort was launched to publicize the book's availability and the summit recommendations to key audiences, including the media, the general public, advocacy groups, and policy makers. Copies of the book were provided to all members of Congress, other state and local policy makers, and officials in the Obama administration.

In the days that have followed, substantial policy activity at the federal and state levels has occurred. President Obama announced a group of recommendations to Congress, coupled with a series of Executive Orders that can be implemented immediately, including directing the federal government to increase research funding into the causes and prevention of gun violence. New York State swiftly enacted new legislation enhancing restrictions on assault weapons and access to firearms by persons with certain mental health histories. Legislation is pending in numerous other states. We hope these efforts can continue to be informed by the best available research and the knowledge that there is much we can do as a nation to recognize everyone's right to live free from gun violence.

More information about the summit, as well as Reducing Gun Violence in America: Informing Policy with Evidence and Analysis *can be found at the Johns Hopkins Bloomberg School of Public Health website* (www.jhsph.edu/gunpolicysummit).

To view the Center for Evidence-Based Crime Policy's fifth congressional briefing on firearms and gun violence (which features many of the above scholars), go to www.cebcp.org, "Briefings and Symposia" link.

References

Centers for Disease Control and Prevention. (2010). *Web-based Injury Statistics Query and Reporting System (WISQARS)* [Online]: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention (producer).

Cook, P. J., and J. Ludwig. (2000). *Gun Violence: The Real Costs.* New York: Oxford University Press.

Truman, J. L. (2011). *Criminal Victimization, 2010.* National Crime Victimization Survey (No. NCJ 235508). Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics.

Webster, D. W., and J.S. Vernick (Eds.). (2013). *Reducing Gun Violence in America: Informing Policy with Evidence and Analysis.* Baltimore, MD: Johns Hopkins University Press.

Beyond the Police: Building "Translation Communities" for Evidence-Based Policing in Seattle

BY CLAUDIA GROSS-SHADER AND CHARLOTTE GILL

Claudia Gross-Shader *is assistant city auditor in the City of Seattle Office of City Auditor.*

Charlotte Gill *is deputy director of the Center for Evidence-Based Crime Policy, George Mason University.*

If ever a city was poised for translating research into practice, it would be Seattle, Washington. City officials were first introduced to research on crime concentrations in "hot spots" in March 2011, when the City of Seattle Office of City Auditor published "Addressing Crime and Disorder in Seattle 'Hot Spots': What Works?"[1] The report summarized the latest criminological research on crime concentrations and successful efforts in other jurisdictions and recommended evidence-based strategies for bringing about positive community change in Seattle's crime and disorder hot spots. The report was received with great interest from city leaders who recognized an opportunity to translate research findings into strategies Seattle's police department could implement. In a relatively short time, these translation activities expanded beyond the confines of police headquarters to involve not just the usual few suspects, but also elected officials, other city agencies, the media, and community organizations.

For example, since 2011

- The Seattle Police Department initiated directed patrols based on the Koper Curve principle, which indicates the optimal time officers should spend patrolling a hot spot (Koper, 1995) in all five of its precincts.
- Seattle's mayor held three press conferences on evidence-based policing efforts.
- Seattle City Council members invited George Mason University researchers to make two formal presentations before the full council.[2]
- Two editorials in the *Seattle Times* have praised the city's hot spots policing efforts.
- A group of community members from southeast Seattle have called for a hot spots approach to crime reduction in its recently updated neighborhood plan.

Claudia Gross-Shader   Charlotte Gill

We use the term *translation community* to describe this coalescence and collaboration among the various agencies and stakeholders that can play a role in bringing science to bear on practical decision making. The city is already seeing that an expanded translation community offers a number of benefits. The inclusion of community organizations and elected officials builds support for translation efforts initiated within the police department and leads to new opportunities to partner practitioners, researchers, and community members in obtaining funding for innovative crime reduction efforts. No longer solely reliant on a few champions within the police department, the city can look to these new advocates to help support the sustainability of the translation effort over time.

A number of factors in Seattle have helped broaden the translation of research for evidence-based policing beyond the police. First, the city is known for innovation—for example, Seattle's recycling and composting programs are internationally recognized, and its race and social justice initiative and neighborhood matching grant programs have been used as models for other jurisdictions.

Second, Seattle often rates as a top U.S. city for civic engagement, with about one-third of all residents engaged in volunteer work. Eric Liu, Seattle author, educator, and civic entrepreneur, believes that Seattle has a "secret sauce" for civic participation.[3] Its ingredients

---

1 www.seattle.gov/audit/docs/2011Mar29_HotSpotsWhatWorks.pdf

2 www.seattlechannel.org/videos/video.asp?ID=2011132 (Place-Based Policing) and www.seattlechannel.org/videos/video.asp?ID=2011298 (Crime Prevention Reports and Grants Update)

3 tedxtalks.ted.com/video/TEDxRainier-Eric-Liu-Seattles-C

Photo: Jen Nance/Office of the Mayor

Mayor Michael McGinn with Seattle Police Commanders

include the community's appreciation for the interconnectedness of issues, its knack for forming collaborative coalitions, and its willingness to support efforts for the greater good, such as levies for schools and housing. Seattle's mature infrastructure of District Councils, vibrant community organizations, and well-established nonprofit organizations offer many avenues for civic participation.

Third, Seattle has weathered the recession better than many cities. In the 2013 budget, for example, the city added 10 new police officers and increased funding for directed emphasis patrols by $1 million.

Finally, Seattle has benefited from being the focus of important research by David Weisburd and others on crime concentrations at place. Weisburd and colleagues' 16-year longitudinal study of crime focused on Seattle street segments showed that 50 percent of the city's crime is concentrated in about 4.5 percent of its street segments, a finding that is consistent with research in other cities, and that the locations of hot spots tend to be stable over time (Weisburd et al., 2004; Weisburd, Groff, and Yang, 2012). Weisburd and his colleagues have also produced the only available study on how juvenile crime concentrates at place, again using Seattle as the focus area (Weisburd, Morris, and Groff, 2009). Seattle City Council member Tim Burgess refers to these studies as a treasure trove of information, and he and other city leaders have used these findings as a springboard for translation activities and new researcher-practitioner partnerships on research grants, as well as to provide a deeper understanding and appreciation of the role of research

evidence in policy making. The council's request for an assessment showing how its current portfolio of crime prevention programs maps on to the existing evidence base for criminal justice programming, carried out by George Mason's Center for Evidence-Based Crime Policy (CEBCP) last year and described below, is an excellent case in point.

Seattle's translation effort is a work in progress. In quintessential Seattle fashion, some of it has been intentionally seeded, and some of it has sprouted organically. However, three themes have emerged that seem to have made a difference in Seattle and may be useful as other jurisdictions contemplate their own translation activities.

One major theme is Seattle's conscious efforts to bring city agencies and community organizations, as well as the police department, into its translation community. The city has held large and small group sessions to discuss research and translation with agencies, including economic development, neighborhoods, public utilities, planning and development, and the city budget office. This broad inclusion has yielded some surprising results; for example, inspired by the research on crime concentrations at street segments, a program manager with Seattle's electric utility now incorporates these data into the citywide plan for pedestrian lighting. The city has also acted as a bridge between these groups and its research partners. For example, through the experimental community-oriented youth violence prevention program that brings together CEBCP researchers, the police, Seattle's Office of City Auditor and Department of Neighborhoods, and a number of community and neighborhood groups and advocates.

Another theme is Seattle's experimentation with several types of translation products for disseminating information to practitioners and the public. For example, the city auditor's March 2011 report on hot spots was written for an audience that included the city council, officials, and staff. In May 2011, as a follow-up to the report, the city produced a video[4] for its cable channel and website that included interviews with Seattle police, community members, and CEBCP researchers. In 2012, at the request of Seattle's city council, the city auditor partnered with CEBCP on an assessment of the evidence base for 63 of the city's crime prevention programs.[5] This product was an innovative new translation tool that has opened up access to research findings that city practitioners and decision makers might not have otherwise seen. Subsequently, Seattle's mayor has convened a working group to study evidence-based violence reduction programs, and the Seattle City Council has requested an evaluation of Seattle's Youth Violence Prevention Initiative. In 2013, the city is teaming up with CEBCP on the development of another innovative web-based translation tool that will summarize the research on policing practices into three categories—what works,

---

4 www.seattlechannel.org/videos/video.asp?ID=4071129&file=1

5 www.seattle.gov/audit/docs/GMU%20crime%20prevention%20review%207_1_12.pdf

CEBCP's Executive Director David Weisburd and Deputy Director Charlotte Gill present to Seattle City Council.

what doesn't work, and what we need to learn more about—and show how Seattle's existing policing practices map onto this evidence base.[6] By experimenting with different types of translation tools and different media (reports, video, web tools), Seattle's translation activities have reached a broad audience and accommodate different learning styles.

Finally, Seattle's translation effort has capitalized on its own growing momentum. For example, city planners worked with a group of community leaders from Rainier Beach in southeast Seattle that wanted to encourage the city to try a hot spots approach to reduce crime at problematic street segments in the group's neighborhood. This request was written into its March 2012 neighborhood plan update.[7] Thanks to the partnerships already fostered in Seattle through its research and translation efforts, the city was able to leverage that community interest with a federal funding opportunity. Last fall, Seattle received a Byrne Criminal Justice Innovation grant from the U.S. Department of Justice, Bureau of Justice Assistance, totaling almost $1 million. The funding will allow the city and the community leaders to work with research partners from CEBCP to create and rigorously evaluate an innovative community-led and data-driven approach to addressing hot spots of juvenile crime in Rainier Beach, inspired by the research and theoretical perspectives on crime concentrations at place and effective guardianship-increasing, non-arrest-based strategies for young people.

These three themes from Seattle's translation effort—cultivating partnerships in city agencies, experimenting with different types of

translation tools, and capitalizing on the growing momentum for translation—could be employed in any jurisdiction of any size that is interested in bringing science into its public safety practices. In Seattle, we have seen how developing broad partnerships—translation communities—can bring people together not just to implement programs or raise grant funding, but to engage in a continuous learning process and build understanding about better applying science to public policy and practice. We hope the lively and productive translation conversation that is now occurring in Seattle will continue to offer lessons learned for the greater translation community.

References

Koper, Christopher S. (1995). "Just Enough Police Presence: Reducing Crime and Disorderly Behavior by Optimizing Patrol Time in Crime Hot Spots." *Justice Quarterly* 12, 649-672.

Weisburd, David, Nancy Morris, and Elizabeth R. Groff. (2009). "Hot Spots of Juvenile Crime: A Longitudinal Study of Street Segments in Seattle, Washington." *Journal of Quantitative Criminology* 25(4), 443-467.

Weisburd, David, Elizabeth R. Groff, and Sue-Ming Yang. (2012). *The Criminology of Place: Street Segments and Our Understanding of the Crime Problem.* New York: Oxford University Press.

Weisburd, David, Shawn Bushway, Cynthia Lum, and Sue-Ming Yang. (2004). "Trajectories of Crime at Places: A Longitudinal Study of Street Segments in the City of Seattle." *Criminology* 42, 283-321.

---

6 This tool, developed by Cody Telep, builds off another translation tool: the Evidence-Based Policing Matrix by Lum, Koper, and Telep (see www.policingmatrix.org).

7 www.seattle.gov/dpd/Planning/Neighborhood_Planning/NeighborhoodPlanUpdates/RainierBeach/default.asp

Training Law Enforcement on How to Police the Teen Brain: Improving Police-Youth Interactions

BY LISA H. THURAU

Lisa H. Thurau is executive director of Strategies for Youth Inc., a nonprofit advocacy and training organization dedicated to improving police and youth interactions, and has extensive experience training law enforcement agencies to improve their interactions with youth.

In communities across America, police are the first responders to the vast majority of issues involving youth, whether it be disruptions at school, domestic violence at home, or schoolyard fights. Yet, police receive little information about how to use the voluminous research and best practices generated by neuroscience, psychology, and criminal justice in their work with youth.

American police are ill prepared to work with children and youth. The International Association of Chiefs of Police surveyed police chiefs and found in-service courses for officers had not been provided in the past five years. Strategies for Youth Inc. (SFY) recently examined how officers are equipped in the academy. In a February 2013 SFY report, *If Not Now, When? A Survey of Juvenile Justice Training in Police Academies,* the researchers showed that less than 1 percent of academy time was spent on juvenile justice and the vast majority of the curricula spent no time on juvenile development or the federal requirement to reduce disproportionate minority contact.

While juvenile justice system stakeholders—juvenile defenders, prosecutors, judges, and probation officers—are increasingly trained in how teens' uneven brain development explains their poor judgment and reduced competence and capacity, police are not. Information about what features of the teen brain lead so many youth to push limits and defy authority is glaringly missing from police recruit academy curricula. SFY decided to change that, to bring new research to police in practical lessons and applied strategies to improve their interactions with youth.

Police who deal with the nation's children and youth, often in extreme situations—domestic violence, child abuse and neglect,

Lisa Thurau

witnessing community violence, and becoming victims, and victimizers—do not receive adequate training to help the youth they encounter. Remarkably, SFY has yet to find officers trained to recognize and respond to youth suffering from trauma. Too often, officers have one tool—arrest—for situations that could be resolved with an approach that digs deeper and builds on officers' inherent authority and use of community-based services instead of the juvenile justice system.

The need for improving the access of police as gatekeepers to the juvenile justice system is evidenced by several disturbing trends:

- Police are increasingly arresting youth for minor offenses. Since 1985, the number of juvenile arrests for public disorder offenses has increased 109 percent.[1]
- Police are more likely to use force with youth, especially youth of color. While 16 to 19 year olds represent only 7.5 percent of police contacts, they make up 30.1 percent of contacts involving force, with police initiating the use of force in 80 percent of those incidents.[2]
- Youth of color are more likely to be held in detention facilities, even as the use of detention has decreased. This trend is particularly disturbing given the many studies that document the higher levels of recidivism for detained youth.[3]

As gatekeepers of the juvenile justice system, police should understand teens' problems, something that is key to deciding who shouldn't be in the system in the first place and redirecting "frequent flyers" to services that get at the root of their behavior, instead of to a system that cannot.

1 Knoll, Crystal, and Melissa Sickmund. October 2012. Web, January 31, 2013. *Delinquency Cases in Juvenile Court, 2009.* U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs.

2 Durose, Matthew, Erica L. Smith, and Patrick A. Langan. Contacts between Police and the Public, 2005, Bureau of Justice Statistics Special Report, April 2007, NCJ 215243, appendix.

3 Gatti, Uberto, et al., "Iatrogenic Effects of Juvenile Justice," 50 *J.Child Psychol. & Psychiatry 991, 994 (2009); Reducing Youth Incarceration in the U.S., Data Snapshot,* Annie E. Casey Foundation, February 2013.

SFY's Developmental Competence Approach

SFY's mission is to promote a youth development approach to law enforcement officers and expand age-appropriate interventions for youth, equipping officers with the tools they need to expand their options and interact effectively. SFY's Policing the Teen Brain training is premised on educating officers on the effects of nature and nurture on teens and the adults who work with them. To support this view, SFY came up with the term *developmental competence* to describe what every officer and department should know when working with children and youth.

Each two-day training program begins with nature, or the physiological basis of brain development and its impact on teens' psyche and behavior. This part of the training is provided by a psychologist or psychiatrist with experience working with youth in settings police encounter, including street, family, and school scenarios. The second training day focuses on nurture, including cultural and demographic factors that affect youth perceptions of options, as well as the legal context in which these decisions and behaviors occur. In addition to presenting the training, SFY has begun to train officers to present this part of the training to their peers.

Training Day 1: Nature

On the first day of the training, officers learn about
- Normative developmental behavior
- Recognizing and responding effectively to youth with mental health issues
- The physical, psychic, and behavioral impacts of chronic exposure to trauma on children and youth, as well as hostility attribution, hypervigilance, and defensive responses.

Each training component incorporates cutting-edge research on the teen brain, from Deborah Yurgelun-Todd, who first discovered how different parts of the brain light up when youth see certain stimuli, to Jay Giedd's National Institute of Mental Health replication of Yurgelun-Todd's first study, and the work of Lawrence Steinberg at Temple University, who has conducted experiments showing how peer influence affects different parts of the teen brain as a function of age. Each training component makes use of visual aids and metaphors to demonstrate these changes—from pruning to myelinization to the harsh consequences of chronic release of cortisol because of stress—in a manner that promotes officers' memory of these processes and explanations of youth conduct.

To apply best practices for responding to these behaviors, officers learn the Policing the Teen Brain mnemonic device: behavior, language, timing (BLT). This device aims to both decipher youth behaviors and help officers consider how to conduct themselves to avoid escalation of conflict. This device is also useful to school resource officers who apply it in their work with youth in school settings, as well as to patrol officers who interact with youth every day.

At the end of the first training day, officers also observe youth responding to officers' role-playing authoritarian and authoritative approaches in a series of skits in which all actors are asked to improvise. The psychologist or psychiatrist points out how teens' perceptions and responses align with what science shows is typical for this age group. ("He was screaming at me," when the officer was speaking in a normal tone; "He got in my face," when the officer was still a good four feet away; and "He started yelling so I started yelling," when the officer spoke louder). The psychiatrist also highlights which BLT factors officers used effectively to reduce conflict and promote cooperation.

Training Day 2: Nurture

On the second day of the training, officers learn about
- Demographic information of the youth and families the officers serve, as well as available prosocial youth development assets of the community
- Cultural influences on youth conduct from mass and social media, corporate advertising, and other sources, messages with which officers must compete,
- Juvenile law for law enforcement, providing officers awareness of the laws in their state, the national obligation to address disproportionate minority contact and how well their state is addressing that requirement, and recent trends in juvenile justice reform that affect officers' reliance on historically used tools including arrest and detention
- Youth-serving community-based organizations that demonstrate the effectiveness of diversion and alternatives to arrest, as well as existing prosocial community assets that police can use proactively
- Asserting authority effectively with youth, which provides seven key factors that determine the outcome of a police and youth interaction

Each of these components is rooted in research and therefore reflects the core principles of evidence-based crime policy and translational criminology. The entire Policing the Teen Brain curriculum is about sharing information and practices to which officers should have routine access to help them anticipate and respond to the challenges of the youth they encounter, but too often do not.

For instance, demographic information indicates the various effects of poverty on youth development, youth hunger (and its effect on behavior), and family instability. Research on the victimization of children from single-parent households is linked back to the research on trauma taught the day before. In the cultural factors component, a variety of research on the role of media and corporations on the promotion of anti-authority, antisocial behaviors in youth are shared, along with how these views shape their perceptions of duty, obligations, and police authority. The Juvenile Law for Law Enforcement

section focuses as much on recent decisions as on research regarding desistance, effects of detention and incarceration, and alternatives, including restorative justice, to arrest and court.

The Impacts of the *Policing the Teen Brain* Training

SFY's training, which is offered to specific departments and regionally, has led to immediate decreases in arrests in the departments. In Boston, the Massachusetts Bay Transportation Authority (MBTA) Transit Police arrests declined from 646 in 1999 to 74 in 2009 and have remained under 100 since the department revoked its zero-tolerance approach and tried peer mediation and working with community partners to police hot spots. In two other Massachusetts cities, Cambridge and Everett, the juvenile arrest rate decreased by 50 percent. SFY's training and review of the departmental standards led the Cambridge Police Department to reorganize its entire approach to policing children, youth, and family and develop a cutting-edge approach that relies on a psychologist to develop proactive solutions at the first sign of trouble.

SFY's work with officers has yielded positive responses. A Massachusetts sergeant, who has been trained by SFY to replicate the training with recruits, introduces the training almost ruefully. He usually says, "You guys have a leg up on the rest of us. We didn't get this in the academy, and we made a lot of mistakes with young people before we figured out which way was up."

"The SFY team presented information that every officer working with kids, especially in schools needs to know and can use to make those interactions effective and less trouble," Wayne Sakomoto, president of the California School Resource Officers Association, said after regional training in San Diego. "When certain teen behaviors were explained and the team showed us tactics for working with hard-to-reach kids, I heard many people around me having 'Aha! That's how you do it' moments." In Charlotte-Mecklenburg, North Carolina, an officer working in the city's public schools wrote, "Being advised that the brain isn't fully developed is what really shocked me; I now know to approach situations differently."

Perhaps most important is how departments use this training to rethink their strategy; to realign the way internal structure responds to children, youth, and family; to recognize that the earlier the intervention, the better; and to show the increased willingness to reach out to and integrate outside resources to work proactively with youth.

"We realized we had to do more because arrests were not cutting it; if anything, they were worsening these problems," said Chief Paul MacMillan of the MBTA Police. "That's when we realized that there is a better way."

Photo: Romana Vysatova

Developmental competence refers to the understanding that children and adolescents' perceptions and behaviors are influenced by biological and psychological factors related to their developmental stage. Developmental competence is based on the premise that specific, sequential stages of neurological and psychological development are universal. Children and adolescents' responses differ from those of adults because of fundamental neurobiological factors and related developmental stages of maturation.

A person who is developmentally competent recognizes that how children and youth perceive, process, and respond to situations is a function of their developmental stage and secondarily their culture and life experience. Developmentally competent adults align their expectations, responses, and interactions, as well as those of institutions and organizations, to the developmental stage of the children and youth they serve.

Bridging the Gap between Research and Child Victimization: The Penn State Justice Center for Research

BY DORIS LAYTON MACKENZIE AND KATHARINE C. STALEY

Doris Layton MacKenzie is director of the Justice Center for Research and professor, Crime, Law and Justice Program, Department of Sociology and Crime, Law and Justice at Penn State.

Katharine C. Staley is a research scholar at the Justice Center for Research and associate staff therapist for Penn State's Counseling and Psychological Services.

Doris Layton MacKenzie   Katharine C. Staley

The Penn State Justice Center for Research (www.justicecenter.psu.edu), a collaborative effort of Penn State's College of the Liberal Arts and University Outreach, was designed in 2009 to bridge the gap between the university and the world outside. The center pursues a rigorous social science-oriented research agenda that advances criminological theory, contributes meaningfully to justice-related research domains, and addresses substantive policy issues.

Using an engaged university model, the center translates this knowledge into the development of effective evidence-based programs and best practices, and transfers this knowledge base from the university to local, state, national, and international communities. In assisting these communities in these ways, as well as by identifying issues and problems where university expertise could be of assistance, communicating justice research results and theory, and enhancing the rigor of public debate through presentations, panels, and publications, the center fulfills the university's missions of teaching, research, and service.

The recent center interest in developing a program of research and education on child victims arose, in part, from the Sandusky child sexual abuse scandal. The center's primary role as the developer and organizer of Penn State's first conference on the topic of child sexual abuse is an excellent example of how the center works to educate, advance a research agenda, and provide service to the wider community.

The Sandusky Scandal

News of the scandal broke in November 2011 when Jerry Sandusky, retired defensive coordinator for the Penn State football team, was charged by a grand jury with assaulting 10 boys. Outrage led to the sudden firing of Hall of Fame coach Joe Paterno and the university president, Graham Spanier. Sixty-eight-year-old Sandusky was later found guilty of 45 (out of 48) crimes against the juveniles and sentenced to 30 to 60 years in prison. The Penn State community was in shock and outraged by the discovery that some of these heinous crimes occurred in its midst.

As the media reported the scandal, it became clear that better research, education, and programs regarding child sexual abuse and child maltreatment more broadly were critically needed. What went wrong that allowed Sandusky's behavior to persist over many years, throughout multiple communities in central Pennsylvania, without being recognized as indicative of possible pedophile-type grooming of children and criminal acts? Who missed clues to Sandusky's behaviors or misinterpreted clues that were called to their attention? Were those who interviewed the children really knowledgeable about how to conduct child forensic interviews, and were they well-informed about the behavior of pedophiles? Obviously, there was—and there still remains—a need for more information about children as victims across many contexts.

Child Sexual Abuse Conference: Traumatic Impact, Prevention, and Intervention

In response to the scandal as well as the widespread lack of information about child sexual abuse, the Justice Center began discussing the need for a conference to raise awareness regarding just how prevalent child sexual abuse is in our society and how pervasive it is at all socioeconomic levels and in all communities. We wanted to educate people about what child sexual abuse is—its traumatic impact, how to prevent it, and effective evidence-based therapies to

help victims and their families recover. Furthermore, we wanted to inspire people to take action to help end the silence that surrounds child sexual abuse.

Penn State president Rodney Erickson and the board of trustees made it clear they wanted Penn State to become a leader in preventing child maltreatment. With the support of the Penn State president's office, we began organizing the Child Sexual Abuse Conference: Traumatic Impact, Prevention, and Intervention (protectchildren.psu.edu).

By addressing critical substantive topics on child sexual abuse from an evidence-based perspective paired with appearances by high-profile child sexual abuse victims, we deliberately attempted to draw and engage the attention of a large audience from multiple sectors of our society, increase awareness and knowledge of this poorly understood phenomenon, and arouse emotion and concern about the welfare of children and youth in the communities in which we live. We wanted to showcase Penn State's commitment to developing creative and substantive responses to what happened here by pairing public education and awareness-raising efforts with significant intellectual and scholarly contributions in the field of child sexual abuse. The conference heralded the initiation of the Penn State Network on Child Protection and Well-Being to bring university resources to bear on efforts to combat child maltreatment.

Christopher M. Anderson, *executive director of MaleSurvivor, was one of the victims who spoke at the Penn State Child Sexual Abuse Conference.*

"The Penn State Child Sexual Abuse Conference was a wonderful event that brought together survivors and professionals in a collegial atmosphere of shared concern and purpose. As a survivor and the head of MaleSurvivor, one of the most prominent survivor-focused advocacy groups, I was skeptical when the goals and panelists for the conference were first announced. Given the nature of what happened at Penn State, it was thought by a number of advocates that Penn State was choosing not to squarely address what happened there. There was also a concern that survivors' voices were being marginalized.

But the conference itself was a great success and laid many of these concerns to rest. It was clear from the presence of President Erickson that this conference was of the highest priority of the leadership of the school. In addition, the participants who were in attendance comprised an impressive cross-section of the worlds of advocacy, public policy, research, and treatment. I am grateful to the organizers for the opportunities I was given to address the community, and I look forward to continuing to work together with Penn State to ensure that the healing agenda continues to remain a priority for the community."

To educate people about the phenomenon of child sexual abuse, we identified top research, clinical, and legal experts from throughout the country and asked them to speak. We deliberately searched for experts who were able to translate their knowledge to a lay audience. Part of ending the silence around child sexual abuse entails taking knowledge about it out of the ivory tower and bringing it to local communities across our nation. As such, the conference addressed a wide range of topics to highlight critical issues regarding this national problem. It provided

- An overview of child sexual abuse and its epidemiology
- Examination of the traumatic impact of sexual abuse on children of all ages
- Review of effective prevention strategies, including what is known about pedophiles and their behavior
- Discussion of legal and reporting issues in child sexual abuse investigations
- Personal accounts of victim experiences and recovery

For instance, conference attendees learned that child sexual abuse is a national epidemic, with the latest national survey revealing that more than 9 percent of children under age 18 were victims in 2010, not accounting for the severe underreporting of this crime. Some estimates from survivor organizations suggest the figure is as high as one in six boys and one in four girls. As part of developing the conference, the Justice Center put together a diverse set of resources for anyone interested in this topic, from researchers to victims to the many professionals who work to help them. These resources can be found on the conference website's resources page (protectchildren. psu.edu/resources).

In addition to sharing research, clinical, and legal knowledge with the audience, we also wanted to engage their emotions. Real experiences give heart and life to research findings. We wanted people to understand the impact of child sexual abuse and the process of healing and recovery in a way that would not just engage their minds, but also their hearts.

Child sexual abuse is an uncomfortable subject that many people would rather push aside or ignore; for this reason, we asked Sugar Ray Leonard, a legendary sports icon and noted TV personality, to share his story. In his words, "If I'm known to be one of the people who led the way to end—to eradicate sexual child abuse, that would be the greatest accomplishment of my life." Our other guest speaker, Elizabeth Smart, was abducted at age 14 and controlled by her captors for nine months before she was safely returned to her family. She told the audience that the conference and Penn State had an "incredible opportunity to not only change the community, but also the nation" by shedding light on child
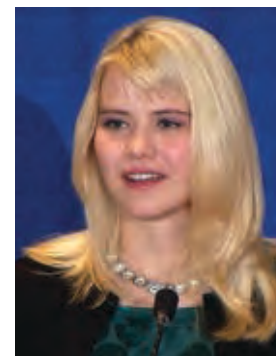
Elizabeth Smart

sexual abuse. To further involve the wider community, we held a panel, Moving Forward: A Public Conversation on Surviving Child Sexual Abuse, the night before the opening of the conference in order to hear from others who were willing to reveal their experiences of child sexual abuse. Telling their stories of abuse as children were two-time Olympic swimmer Margaret Hoelzer, Pennsylvania state representative Louise Bishop, and MaleSurvivor executive director Christopher Anderson. Many people let us know that the combination of conference presentations and these more informal discussions both inspired and informed them.

The October 2012 conference exemplifies how a university can provide leadership in bridging the gap on a topic such as child

sexual abuse, a subject that is often neglected in research, education, policy, and public discourse. A conference such as this reaches a wide audience of lay individuals, practitioners, policy makers, and university students, faculty, staff, and alumni with the goal of raising awareness and educating them about the pervasive problem of child sexual abuse. By involving diverse groups, the conference provided a forum where research could be intertwined with experience and practice to provoke deeper discussion of child sexual abuse among researchers, advocates, practitioners, victims, and policy makers. It clearly demonstrates the role engaged universities can have in translating science, policy, and evidence-based practices to help address widespread problems at the local, state, and regional levels.

Bridging the Gap between Science and Criminal Justice Policy: The Federal Role, continued from page 5

Those of us in the evidence-based crime policy field see the progress that has been made with contributions from practitioners, academia, and federal partners. At the same time, there are clearly challenges involved in sustaining those efforts over the long term. We cannot, for example, depend on certain leaders remaining at the helm, whether they are in a federal agency or a police department. We need to work toward change that permeates institutions and becomes part of their DNA—real cultural change. No one would say that working toward evidence-based crime policy is not fraught with difficulties and certain to trigger internal debate. Some, for example, argue that evidence-based means only experimental (which it does not); others want to put the label "evidence-based" on anything they are espousing (and I certainly saw a lot of that when I headed a grant agency!). But work of this kind is not for the short-winded; it's a long-term commitment. I have seen vast change in this area over the past two decades, which makes me an optimist. Bridging the gap between science and practice will undoubtedly take real focus and effort for years to come, but I am convinced the commitment and will are there in the field to sustain that important work and move it forward.

References

Lum, C., C. Telep, C. Koper, and J. Grieco. (2012). "Receptivity to Research in Policing," *Justice, Research and Policy* 14, 61-95.

Petrosino, A., C. Turpin-Petrosino, and J. Buehler. (2003). "Scared Straight and Other Juvenile Awareness Programs for Preventing Juvenile Delinquency: A Systematic Review of the Randomized Experimental Evidence," *Annals of the American Academy of Political and Social Science* 589, 41-62.

Robinson, L. O., and J. Slowikowski. (2011). "Scary—and Ineffective: Traumatizing At-risk Kids Is Not the Way to Lead Them away from Crime and Drugs," *Baltimore Sun,* February 1, p. A11.

Innovations in Prosecution and Research: Intelligence-Driven Prosecution, continued from page 7

Measuring the specific impact of an intelligence-driven prosecution model is difficult. The NYPD is a worldwide leader in intelligence-driven policing. It has revolutionized the use of data analysis in policing to focus on identifying the people and locations driving crime and redeploy resources where most needed. Their strategies and actions on the ground overwhelmingly will account for law enforcement's impact on the long-term direction of crime.

However, prosecutors can enhance and avoid inadvertently undermining the work of police departments by developing a crime analysis capability that complements what the police already are doing. Our ability to do justice in every case, a prosecutor's ultimate mission, can be greatly improved if we have gathered the information and done the analyses to help place both the crime and the defendant into a broader understanding of their impact on crime in our communities.

References

Abrahamse, Allan F., Patricia A. Ebener, Peter W. Greenwood, Nora Fitzgerald, and Thomas E. Kosin. (1991). "An Experimental Evaluation of the Phoenix Repeat Offender Program." *Justice Quarterly* 8, 141-168.

Braga, Anthony A. (2008). "Pulling Levers Focused Deterrence Strategies and the Prevention of Gun Homicide." *Journal of Criminal Justice* 36, 332-343.

Bynum, Timothy S., and Sean P. Verano. (2003). "The Anti-Gang Initiative in Detroit: An Aggressive Enforcement Approach to Gangs." In S. Decker (Ed.), *Policing Gangs and Youth Violence,* pp. 214-238. Belmont, CA: Wadsworth/Thomson Learning.

Sherman, Lawrence W. (1998). "Evidence-Based Policing." *Ideas in American Policing.* Washington, DC: The Police Foundation.

Weisburd, David, Elizabeth Groff, and Sue-Ming Yang. (2012). *The Criminology of Place: Street Segments and Our Understanding of the Crime Problem.* Oxford, UK: Oxford University Press.

Evidence-Based Crime Policy Superstars

Everyone knows and loves them. These are the folks who deserve recognition for their day-in and day-out commitment to infusing research into criminal justice practice. Without their effort and commitment, evidence-based crime policy would fall by the wayside, because they are often the brokers of knowledge in their organizations. Despite the many challenges that come with engaging in evidence-based practices, these superstars press on. In this special feature, we highlight these individuals and thank them for their efforts.

Cherise Fanno Burdeen is the chief operating officer for the Pretrial Justice Institute (PJI), which she joined in 2006, and serves as the 2013–14 president of the National Association of Pretrial Services Agencies. She has developed innovative strategies to raise awareness of pretrial justice issues, worked with a broad constituency of criminal justice stakeholder groups, and provided technical assistance and training on policy reforms and improving the dissemination of research knowledge to pretrial practitioners. PJI's executive director Tim Murray says that before Burdeen came to PJI, the pretrial justice reform movement was all but completely stalled in its efforts to build evidence into practice. Starting with the first-ever National Scan of Pretrial Practice, Burdeen established a baseline against which progress could be measured. She worked to rebrand pretrial justice to focus not just on bail, but on the entire array of decision points prior to criminal case disposition. Working with nontraditional partners such as communications professionals and strategic planning specialists, Burdeen helped craft a national approach to pretrial justice reform that includes law enforcement, the judiciary, local government, and countless others. With Murray, her steadfast belief that pretrial reform must be built on evidence-based practice has helped create a new era of pretrial justice reform.

Jim Dermody is a captain in the Seattle (Washington) Police Department (SPD). In command of the West Precinct, which includes the city's downtown, Dermody has served in various capacities in the SPD. Dermody has taken hot spots research and the Koper Curve Principle to a whole new level in his agency. He has been a leading player in various place-based operations in Seattle, focused on using data-driven, evidence-based approaches to address the highest concentrations of crime and disorder in four key downtown neighborhoods, including the central business district, the region's economic engine. His most recent efforts can be found in his article on uncommitted time in this issue of *Translational Criminology*, where he discusses the importance of changing patrol culture and deployment to be more place-based and proactive.

Sergeant Jeffery Egge is director of crime analysis for the Minneapolis (Minnesota) Police Department (MPD). Egge has shown tremendous commitment to the application of evidence-based policing, particularly in regard to hot spots policing. Drawing on hot spots research, he has refined the identification, analysis, and targeting of hot spots in Minneapolis by focusing on more precise microspots of activity, identifying problem locations based on long-term historical data and recent patterns, instituting methods to predict future patterns at hot spots, and tracking and assessing police activities at problem locations. He is currently working with the Center for Evidence-Based Crime Policy (CEBCP) to apply the "Case of Places" method to tackling gun crime hot spots in Minneapolis. As a central participant in MPD's COMPSTAT process, Egge has also worked to incorporate crime analysis and research knowledge into MPD's management processes. He is recognized throughout the country as a leading crime analyst and practitioner of evidence-based policing.

Claudia Gross-Shader, assistant city auditor in the Seattle Office of City Auditor, has been a champion for evidence-based crime prevention programs and rigorous evaluation of crime and disorder strategies and other interventions across the spectrum of Seattle's city agencies and services. She has spearheaded a number of translation efforts, including coordinating a conference on Evidence-Based Approaches to Crime Prevention in Seattle that featured presentations on crime and place and translating police research into practice, compiling a report for the auditor's office on the effectiveness of hot spots policing, and working on a number of city council requests to develop an evidence base for local crime prevention programs. Gross-Shader is a master of bringing different groups together, locally and across the country to share and enhance crime prevention evidence and knowledge. She has been an active partner in research efforts with Seattle agencies and the CEBCP, including grants with the Seattle Police Department and the Seattle Youth Violence Prevention Initiative to implement and evaluate innovative community-oriented strategies in juvenile crime hot spots. Read more about the translation efforts in which she has been involved in this issue of *Translational Criminology.*

Merete Konnerup is an energetic, dedicated champion of knowledge transfer—the translation of scientific evidence into policy and practice. As chair of the Campbell Collaboration Users Group and former director of the Nordic Campbell Centre at SFI in Denmark (the Campbell Collaboration's first regional center), she has worked to distill key findings from rigorous systematic reviews of crime and justice, education, social welfare, and international development research into a practitioner-friendly format; analyze networks of researchers, users, and funders to facilitate research production and translation; and engage researchers and policy makers alike in discussions of knowledge transfer issues. Konnerup now works with the Danish nonprofit foundation TrygFonden, where she manages the development and rigorous research of programs promoting social wellbeing. Last year, she organized the Campbell Colloquium in Copenhagen, where the theme of increasing the use and translation of research into practice resounded strongly. Konnerup says she is "fascinated by solving the puzzle of how public policy making can be improved and what role the social sciences can play." She also says that she is "motivated by actually doing good—not just feeling good—through the promotion of an enlightened approach to delivering public services."

Renée Mitchell, a sergeant in the Sacramento (California) Police Department, played a central role in the design and implementation of a randomized field trial on hot spots policing in her agency. The experiment tested Koper's (1995) recommendation that police officers randomly rotate between hot spots, spending about 15 minutes patrolling in each. The results suggested significant overall declines in calls for service and serious crime incidents in the treatment hot spots relative to the controls. The study was carried out primarily by the Sacramento Police Department without any outside funding. Because of her efforts, the experiment received the silver medal in the Excellence in Law Enforcement Research Awards at the 2012 International Association of Chiefs of Police conference. Mitchell has shown a long-standing commitment to making her agency more evidence-based in her various assignments, including patrol, investigations, recruiting, school resource officers, and crime analysis. She has taught a required in-service course that stressed the importance of crime analysis and evidence-based policing. During this course, Mitchell administered an officer survey developed by CEBCP to assess police officer receptivity to evidence-based policing and research. The results from Sacramento will provide valuable insight into understanding how to make evidence-based policing more of a reality in the field.

Susan C. Smith recently retired from law enforcement, following a 22-year career, mostly as a crime analyst for the Overland Park and Shawnee, Kansas, police departments. She is the director of operations for Bair Analytics and president of the International Association of Crime Analysts (IACA). Her efforts in advocating for crime analysis in police agencies are well known, and her interest in making crime analysis a more central component of American policing has pushed the field forward and gained her international recognition. Smith previously represented crime analysts on a federal Geospatial Technical Working Group that helped identify gaps in technology in the field. She was the 2002 recipient of the Presidential Award for Meritorious Contributions to the IACA and 2006 recipient of the Sister Mary Mark Orr Pioneer Spirit Alumni Award for outstanding career success. Smith inspires others through her motivation and energy. Those of us who know her know about her passion for spreading the word that police can prevent and reduce crime if they make sound decisions based on a combination of good analysis, criminological research, and professional experience. She often says, "We no longer have to guess what works to reduce crime."

Laura Wyckoff is a senior faculty researcher at the University of Maryland at College Park and has been working with police for more than 13 years. During that time, she has worked with numerous police agencies in the practical application of crime analysis, crime mapping, crime-at-place, police practices, and research methods. Wyckoff is the principal investigator and project director for the Maryland governor's flagship program Implementing and Institutionalizing COMPSTAT and Crime Analysis in Maryland. Wyckoff exemplifies the many researchers working to develop and disseminate training and technical assistance regarding crime analysis to build capacity for evidence-based crime policy. Check out the two websites she has spearheaded—www.crimeanalysis.umd.edu and www.compstat.umd.edu—to make this happen.

The CEBCP is home to the Evidence-Based Policing Hall of Fame and the Distinguished Achievement Award in Evidence-Based Crime Policy. To read more about individuals who have won our highest accolades, visit our website at www.cebcp.org.
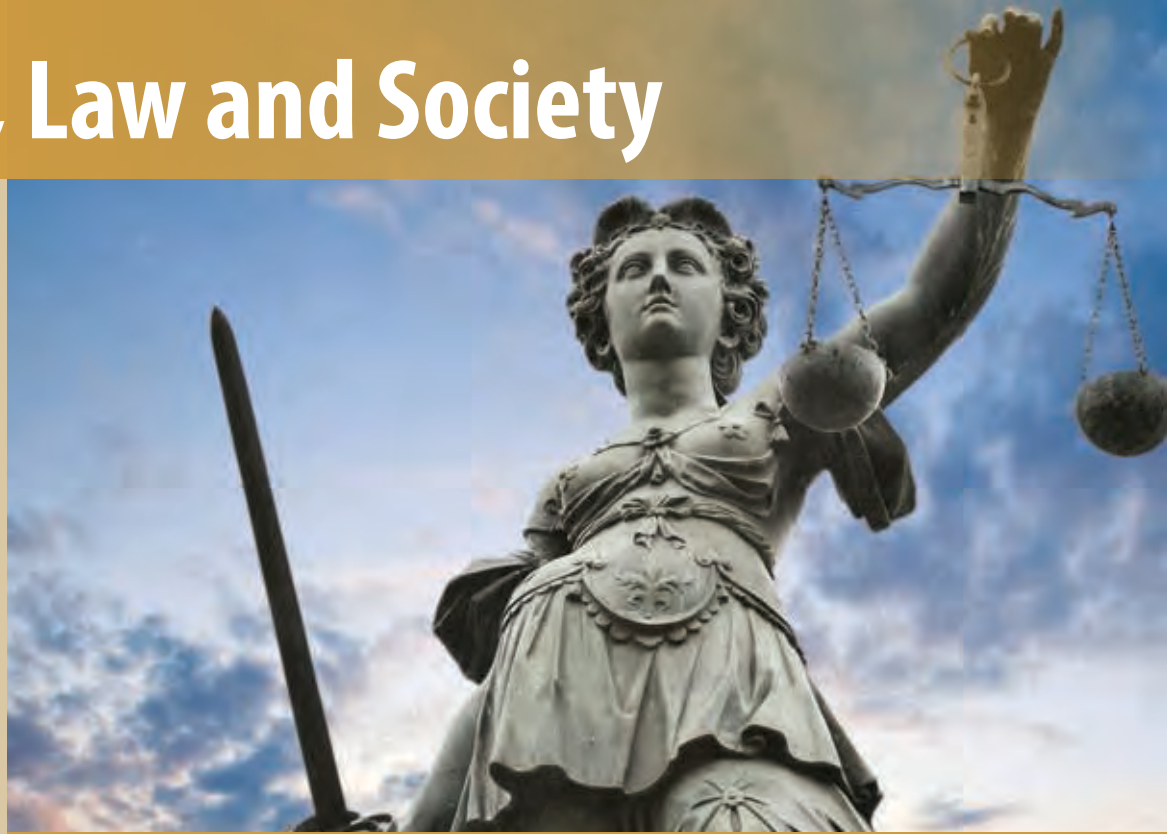
Criminology, Law and Society

MA and PhD Programs

HIGHLIGHTS

- Significant graduate funding available

- Faculty mentorship of graduate students

- **New!** Non-thesis MA concentration in Policy and Practice

- Opportunities for student research and publishing

- Multiple collaborations with justice agencies

- Outreach to policy makers and practitioners

RESEARCH CENTERS

- Center for Advancing Correctional Excellence

- Center for Evidence-Based Crime Policy

- Center for Justice, Law and Society

- Center for Justice Leadership and Management

- Cochrane Collaboration College for Policy

Rigorous. Innovative. Policy-Oriented.

The master of arts and doctoral programs in Criminology, Law and Society at George Mason University prepare students for careers in research, academia, criminal justice leadership, nonprofit organizations, and public affairs.

Students gain expertise across three areas: crime and crime policy, justice organizations and leadership, and law and justice. The interdisciplinary faculty specializes in the areas of policing, courts and corrections, justice health, social inequality and justice, and legal policy, and offers students a wealth of opportunities to experience criminal justice policy firsthand.

Visit the Department of Criminology, Law and Society at Mason today. To meet one of our award-winning faculty members and speak to other graduate students, please e-mail clsgrad@gmu.edu to arrange an appointment.

GEORGE MASON UNIVERSITY

Department of Criminology, Law and Society

cls.gmu.edu

WHERE INNOVATION IS TRADITION

New Publications by CEBCP Team Members

Boruch, R., D. Weisburd, R, Berk, and B. Cave. Forthcoming. "Place-Based Randomized Trials." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Bruinsma, G., and Weisburd, D. (Forthcoming). "History of Geographic Criminology Part II: 20th Century." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Bruinsma, G., and D. Weisburd. Forthcoming. "History of Geographic Criminology Part I: 19th Century." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Farrington, D., and D. Weisburd (Eds.). Forthcoming. *Systematic Reviews in Criminology: What Have We Learned?* New York: Springer Verlag.

Gill, C. Forthcoming. "Intensive Probation and Parole." In G. Bruinsma and D. Weisburd (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Groff, E. R. Forthcoming. "Agent-Based Modeling for Understanding Space-Time Patterns of Crime." In G. Bruinsma and D. Weisburd (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Groff, E. R. In Press. "Measuring a Place's Exposure to Facilities Using Geoprocessing Models: An Illustration Using Drinking Places and Crime." In M. Leitner (Ed.), *Crime Modeling and Mapping Using Geospatial Technologies.* New York: Springer Verlag.

Jonathan-Zamir, T., and D. Weisburd. In Press. "The Effects of Security Threats on Antecedents of Police Legitimacy: Findings from a Quasi-Experiment in Israel. *Journal of Research in Crime and Delinquency.*

Kinner, S. A., B. J. Burford, K. van Dooren, and C. Gill. Forthcoming. *Service Brokerage for Improving Health Outcomes in Ex-prisoners.* Cochrane Database of Systematic Reviews.

Koper, C.S. (2013). "America's Experience with the Federal Assault Weapons Ban, 1994-2004: Key Findings and Implications." In D. W. Webster and J. S. Vernick (Eds.), *Reducing Gun Violence in America: Informing Policy with Evidence and Analysis* (pp. 157-171). Baltimore, MD: Johns Hopkins University Press.

Lum, C., and L. Kennedy. (2012). "In Support of Evidence-Based Approaches: A Rebuttal to Gloria Laycock. *Policing: A Journal of Policy and Practice* 6(4), 317-323.

Lum, C., and C. S. Koper. (2013, April). "Evidence-Based Policing in Smaller Agencies: Challenges, Prospects, and Opportunities." *The Police Chief* (magazine of the International Association of Chiefs of Police).

Lum, C., and L. Mazerolle. Forthcoming. "The History of Randomized Controlled Experiments in Criminology and Criminal Justice." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Lum, C., P. Z. Crafton, D. Beech, R. Parsons, T. Smarr, and M. Connors. (2013). "Discretion and Fairness in Airport Security Screening." *Security Journal.* doi: 10.1057/sj.2012.51.

Mastrofski, S. D. (2012). "Race, Policing, and Equity." *Criminology and Public Policy* 11(4), 593-600.

Merola, L. M. (2012). "Strangers in Your Town: How Considerations of Potential Power Influence Judgments about Civil Liberties for Disliked Groups." *New England Journal of Political Science* 6(1), 56-98.

Merola, L. M., and C. Lum. (2012). "Privacy and the Impact of Emerging Surveillance Technologies: The Case of License Plate Recognition (LPR) Technology." *Judicature* 96(3), 119-126.

Merola, L. M., and C. Lum. Forthcoming. "Predicting Public Support for the Use of License Plate Recognition (LPR) Technology by Police." *Police Practice and Research: An International Journal.*

Merola, L. M., C. Lum, B. Cave, and J. Hibdon. (In Press, 2013). "Community Support for the Use of License Plate Recognition by Police." *Policing: An International Journal of Police Strategies and Management.*

Sorg, E., C. Haberman, J. Ratcliffe, and E. R. Groff. Forthcoming. "Foot Patrol in Violent Crime Hot Spots: The Longitudinal Impact of Deterrence and Post-treatment Effects of Displacement." *Criminology.*

Telep, C., and D. Weisburd. Forthcoming. "Hot Spots and Place-Based Policing." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Telep, C., and D. Weisburd. Forthcoming. "What Has Been Learned from Systematic Reviews in Policing?" In D. Farrington and D. Weisburd (Eds.), *Systematic Reviews in Criminology: What Have We Learned?* New York: Springer Verlag.

Weisburd, D., and G. Bruinsma. Forthcoming. *Encyclopedia of Criminology and Criminal Justice* (six volumes). New York: Springer Verlag.

Weisburd, D., A. Petrosino, and T. Fronius. Forthcoming. "Randomized Experiments in Criminology and Criminal Justice." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Weisburd, D., C. W. Telep, and B.A. Lawton. In Press. "Could Innovations in Policing Have Contributed to the New York City Crime Drop Even in a Period of Declining Police Strength? The Case of Stop, Question and Frisk as a Hot Spots Policing Strategy." *Justice Quarterly.*

Weisburd, D., E. R. Groff, S-M. Yang, and C. Telep. Forthcoming. "Criminology of Place: Places and Our Understanding of the Crime Problem. In G. Bruinsma and D. Weisburd (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Weisburd, D., E. R. Groff, and S-M. Yang. Forthcoming. "Understanding and Controlling Hot Spots of Crime: The Importance of Formal and Informal Social Controls. *Prevention Science.*

Willis, J. J. 2013. "First-line Supervision and Strategic Decision Making under Compstat and Community Policing." *Criminal Justice Policy Review* 24(2), 234-255.

Wood, J., E. Sorg, E. R. Groff, J. Ratcliffe, and C. Taylor. Forthcoming. "Cops as Treatment Providers: Realities and Ironies of Police Work in a Foot Patrol Experiment." *Policing and Society.*

Yang, S-M., D. Weisburd, and E. R. Groff. Forthcoming. "Criminal Careers of Places." In D. Weisburd and G. Bruinsma (Eds.), *Encyclopedia of Criminology and Criminal Justice.* New York: Springer Verlag.

Center for Evidence-Based Crime Policy
George Mason University
4400 University Drive, MS 6D12
Fairfax, VA 22030
www.cebcp.org